

Customer-oriented Organizational Citizenship Behavior and Turnover Intention of Frontline Employees in Hotels: A Preliminary Study

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Received: 1 April 2024 | Accepted: 25 May 2024 | Published: 1 June 2024

DOI: <https://doi.org/10.55057/ajact.2024.6.2.2>

Abstract: *Customer-oriented organizational citizenship behavior (CO-OCB) has attracted great academic attention in the field of tourism and hospitality management. CO-OCB is a discretionary option for frontline employees, yet significantly affects the service quality of hotels given the industry's nature of direct contact with customers. On the other hand, the turnover rate is high in hotels, resulting in the importance of understanding the organisms affecting these two job outcomes. Therefore, this paper attempts to review the literature relating to CO-OCB and turnover intention. It also incorporates the Stimulus – Organism – Response theory to propose a conceptual model, presenting the impact of a set of job demand dimensions (Stimuli) on job strain and work engagement (Organisms) and subsequently on CO-OCB and turnover intention (Responses). Moreover, this study conducts a preliminary research to assess the content validation of the proposed measurement scales of the research concepts. Finally, some suggestions for future research are provided.*

Keywords: customer-oriented organizational citizenship behaviors, turnover intention, job demands, internal organism, the hotel industry

1. Introduction

The tourism industry plays a significant role in the global economy, and hotels are a crucial link in the tourism service supply chain (Zhang et al., 2019). The services provided by hotels focus on serving the different needs of tourists during their stay at the hotel. According to Bordoloi et al. (2023), direct contact employees are one of three subjects of the service contact triad, besides customers and service organizations. These frontline employees are extremely important assets of hotels because their behavior directly affects service quality, customer satisfaction, service value created and business performance (Elmadag et al., 2008; Barnes & Collier, 2013; Wirtz & Jerger, 2016). Because the delivery of service occurs during the interaction between contact employees and customers (the service encounter), the attitudes and behaviors of contact employees can influence customers' perceptions of the service (Bowen and Schneider 1985). One of the essential behaviors expected from frontline employees is organizational citizenship behavior (OCB) which has attracted the attention of researchers in the field of tourism and hospitality for many years (Ma et al., 2022). OCB involves behaviors that are not outlined in individual job descriptions to include acts like helping others, taking additional responsibilities, putting extra hours, defending organization and openly speaking

about important issues of organization (Organ et al., 2006). OCB is not only important for businesses but also for their employees and customers (Kang & Jang, 2019).

In the context of fierce competition in the hotel industry, providing superior quality services to customers can create a sustainable competitive advantage for accommodation businesses. This requires employees to go above and beyond what is specified in their job description to provide better service that meets or exceeds customer expectations, and thereby builds customer satisfaction (Dimitriades, 2007; Ma & Qu, 2011). Therefore, this concept of organizational citizenship behavior attracts the efforts of researchers and administrators to identify the influencing factors that motivate employees to perform these behaviors. Previous studies have focused on different types of OCB, divided based on the goals of the behavior – for the benefit of the organization, colleagues and customers. The characteristics of the hotel industry such as service orientation, intangibility, simultaneity between production and consumption, and heterogeneity make customer-oriented OCB very important (Ma et al., 2013; Chen, 2016). Customer-oriented OCB is considered very suitable for the service industry (Ma & al., 2022), demonstrating employee commitment to customers, creating a friendlier environment for the interaction between service system and customers, which can increase the operational efficiency of hotels (Dimitriades, 2007). With this said, however, research interest has been limited to understanding the impact of leadership on hotel employees' customer-oriented OCB (e.g., Qiu & Dooley, 2022; Cheng et al., 2023), neglecting the internal organism within the employees that leads to their performance of customer-oriented OCB. Therefore, this study fills this first gap by investigating employees' internal factors that affect OCB with a special focus on frontline hotel staff.

It can be observed that research on work strain has been conducted for many decades (Beehr & Franz, 1987). Employees in the hotel industry face diverse demands from both customers and organization. Specifically, hotel jobs require frontline employees to continuously interact with customers, work for long and "anti-social" hours (working hours contrary to normal social time), and perform emotional labor (Haldorai et al., 2022). Different to 9-to-5 jobs, hotel contact staff experience irregular work schedules, limited holidays and frequently find it hard to balance between work and life (Karatepe & Karadas, 2016). In addition, work environment in which employees suffer from behaviors and judgement of customers (e.g., negative and rude guests) have become the leading source of job strain among hotel frontline teams (Cho et al., 2016). High levels of job strain negatively affect the motivation and work engagement of direct contact employees. By using the lens of the JD-R model to review the relationship between work engagement and innovative behaviors of employees in various industries, Kwon and Kim (2020) showed that previous studies with hotel employees as part of their sample have incorporated discrete dimensions of job demands into their research models (e.g., De Spiegelaere et al., 2014; De Spiegelaere et al., 2016; Karatepe & Olugbade, 2016). Meanwhile, these studies validated the relations from job demand factors to various job outcomes through the mediating effect of work engagement. To this end, this study recognizes the second gap that very few studies consider a set of job demand dimensions to examine frontline employees' work strain and work engagement and subsequently job outcomes like customer-oriented OCB. Hence, this study identifies different dimensions of job demands of hotel frontline employees and validates the impacts on job strain and work engagement to fill this gap.

The hospitality industry is also characterized by high employee turnover rate (Karatepe & Shahriari, 2014). Employee turnover imposes significant costs on an organization and causes reduced efficiency and productivity (Mertz et al., 2023). In some review studies of antecedents of turnover intention among hospitality employees such as Han (2020) and Nguyen et al.

(2023), individual-level variables such as work-life balance, job engagement, perceived job demands and commitment are predictors of intention to leave. Job strain has been widely proved to positively affect hotel employees' turnover intention (Schwepker Jr & Dimitriou, 2023), raising the need to understand predictors of job strain. Recent studies on hotel employees have attempted to reduce job stress by delving into team and organization-level social support and leadership styles (Han, 2020; Mertz et al., 2023; Schwepker Jr & Dimitriou, 2023). Instead, this study aims to trace turnover intention back to job demands through the mediating effects of work engagement and job strain, filling the third research gap. The study employs Stimulus – Organism – Response (S-O-R) theory to consider job demands dimensions of frontline employees as stimuli and examine their effects on job strain and work engagement as employees' internal evaluation processes, subsequently assessing the impact on customer-oriented OCB and turnover intention.

2. Literature review

2.1. Customer-oriented organizational citizenship behaviour (CO-OCB)

OCB was constructed in the 1980s, with Organ (1988, p. 4) defining it as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization”. In other words, employees can exhibit behavior which is beyond their duties (Tambe & Shanker, 2014), such as assisting other members, adhering to unwritten rules, supporting guests, and conducting additional discretionary behaviors (Lee et al., 2015; He et al., 2019). OCB is voluntary by its nature; typically, employees are not penalized or formally disciplined for not engaging in it. Nevertheless, research suggests that OCB yields advantages for organizations (Dai et al., 2018), highlighting the importance of encouraging employees to embrace it.

It can be found that although it originates from the employees themselves and is not directly recognized by the organization, organizational performance is closely related to employee work engagement. To be more specific, it is believed that employees who are more absorbed and committed to their work will be more willing to act altruistically, responsibly and virtuously (Babcock-Roberson & J.Strickland, 2010). Therefore, even though frontline employees who work in an environment where they are likely underpaid, overworked, and highly stressed, those employees who engage in OCB demonstrate a willingness to go above and beyond their formal job requirements.

The focus of previous research on OCB can lie in one of three categories: organizational orientation, customer orientation and colleague orientation (Ma et al., 2022). Some studies focus on service-oriented OCB with antecedents such as customer-employee interaction (Chen, 2016), employee job satisfaction, and challenging stressors (Haldorai et al., 2022). Meanwhile, Bettencourt et al. (2001) emphasized that the service-oriented nature of hotels requires hotels to pay more attention to customer-related aspects of OCB. Ma et al. (2013) also evaluated all three dimensions of OCB with an emphasis on customer orientation when studying in the context of the hotel industry.

Built from OCB, CO-OCB is a new customer-centered concept which pertains to voluntary employee behavior outside of the company's formal reward system and has the potential to increase the latter's efficacy (Dimitriades, 2007). More precisely, CO-OCB refers to actions that employees choose to take on their own, which are not required by their job, to help customers and improve the way they interact with them (Bienstock et al., 2003; Dimitriades, 2007). Typical CO-OCB involves ensuring customers feel satisfied and appreciated, addressing

their problems, and providing extra support beyond what the organization requires (Cheng et al., 2023). These interactions between employees and customers can increase their satisfaction with the service, while also increasing the quality and reputation of the hotel, so it is very important for hotel businesses.

2.2. Turnover intention in the hospitality industry

Turnover intention refers to the inclination or efforts of employees to voluntarily depart from their current workplace (Sablinski et al., 2002). As elucidated by Takawira et al. (2014), it represents an individual's contemplation and assessment of the prospect of seeking alternative employment opportunities outside of their current workplace. This notion of intending to leave is not merely a fleeting thought but rather a significant consideration that may arise due to various factors, including job dissatisfaction, lack of career advancement prospects, organizational culture mismatch, or unfavourable work conditions. Turnover intention is defined as 'a conscious and deliberate willfulness to leave the organization' (Tett & Meyer, 1993, p. 262). The concept underscores the employee's mindset and readiness to transition to a new professional environment, reflecting a pivotal aspect of organizational dynamics and employee retention strategies. Indeed, to explain why people leave their jobs, researchers (Li et al., 2017) first embraced the intention to leave as a measure of turnover behaviour.

Prior research has demonstrated that one of the most reliable indicators and a direct prelude to employee turnover is the intention to leave (Han, 2020). Regarding new hires' intentions to quit, key antecedent variables include personnel management, employment opportunities, and work-related considerations. Pang et al. (2015) found a significant correlation between intention to leave and factors such as job satisfaction, job-hopping, job security, training opportunities, and promotion opportunities while examining frontline employees of travel agencies.

2.3. Research concepts

2.3.1. Job demands of frontline employees in hotels

Job demands encompass the psychological, physiological, and social components of employment that necessitate ongoing physical or mental exertion and are linked to specific drawbacks or expenses. (Demerouti et al., 2001). In hotels, these demands may include workload, emotional labor, role ambiguity, and interpersonal conflict. Frontline hotel employees encounter a unique set of job demands, as reviewed by several researchers:

Time pressure: Frontline hotel employees experience significant time pressure, especially during peak seasons or when handling demanding customer requests. It arises when there is not enough time to complete work tasks (Ohly & Fritz, 2010). This constant time pressure can detract from employees' ability to engage in discretionary behaviors aimed at enhancing customer satisfaction.

Hotel job characteristics: Hotel jobs are characterized by long work hours, irregular work schedules, limited time off and excessive job demands (Karatepe & Karadas, 2016). Long working hours are widely acknowledged as an inherent aspect of hospitality jobs (O'Neill & Xiao, 2010). Due to the service-intensive nature of the industry, hotel frontline employees are required to be present at their workstations, making their work schedules lack predictability and stability in comparison to other 9-to-5 industries (Zhao & Ghiselli, 2016). In addition, this sector is widely acknowledged to have a high turnover rate and low pay, resulting in high work stress and low work engagement (Zhao & Ghiselli, 2016).

Work-life imbalance: Zerhouni (2022) found that long working hours are a significant stressor for hotel employees. The hospitality industry often requires employees to work extended hours, including weekends and holidays, leading to work-life conflict and reduced energy. Fritz and Sonnentag (2005) explored the issue of unpredictable work schedules, which can disrupt employees' personal lives and make it difficult for them to maintain a healthy balance between work and personal commitments.

Working environment: Frontline hotel employees constantly interact with guests from diverse backgrounds and expectations. Dealing with demanding or irate guests can be emotionally draining and stressful (Cho et al., 2016). Additionally, the need to maintain a positive and professional demeanor, regardless of the situation, contributes to emotional labor demands. As noted by Grandey (2000), frontline employees can exhaust emotional resources and lead to strain, ultimately impairing service quality.

2.3.2. Job strain of frontline employees in hotels

Brown and Campbell (1990) characterized occupational strain as the negative impact perceived by an individual about their work situation. Cooper et al. (2001) proposed that occupational stress arises when there is a conflict between the demands of the job and an individual's capacity to fulfil those demands. Many researchers have examined the factors contributing to job strain. Intense work demands, conflicting roles, extended work hours are identified as contributing factors to occupational strain (Barnett and Brennan, 1995; Chiang, 2010). Based on those foundations, we investigate the formation of job strain levels among hotel employees regarding specific workplace environmental characteristics such as time pressure or customer interaction intensity.

Chiang (2010) found that job strain influences the employees' job satisfaction and turnover at work. Jung and Yoon (2014) have indicated that former stress in the workplace adversely affects the emotions of service industry employees and leads to their intention to leave their jobs. Scholars have regarded occupational stress as a significant barrier to fostering positive employee attitudes within organizations (Kula, 2017), as a result, this impedes their ability to perform effectively and serve their organization. The hospitality sector is acknowledged as being among the most demanding fields of work and the specificity of the service industry entails that employees directly provide services concurrently with customers' service consumption processes. Therefore, the mood of the employees significantly impacts the quality of service in the hotel industry.

2.3.3. Work engagement of frontline employees in hotels

In the dynamic and fast-paced hospitality industry, the work engagement of hotel employees is a critical factor that significantly influences organizational success and guest satisfaction. Work engagement is characterized and measured as an independent construct, defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al. 2002, p. 74). Within the context of hotels, understanding the factors that contribute to work engagement among employees is essential for enhancing performance, reducing turnover, and ultimately delivering exceptional guest experience (Dai et al., 2019). Also, work engagement is related to the activation and optimal functioning of well-being in the workplace (Christian et al., 2011); therefore, this means that when employees are deeply involved and enthusiastic about their work, it positively influences their overall well-being and performance within the organizational setting.

The Job Demands-Resources (JD-R) model demonstrates that job demands negatively impact the work engagement and well-being of hotel employees, while job resources positively influence both work engagement and well-being. This suggests a more nuanced comprehension of how job demands, job resources, work engagement, and well-being are interconnected (Radic et al., 2020). Besides increased work engagement can lead to positive cycles of improvement, elevating the perception of accessible job resources and fostering individual drive within the work environment (Hakanen et al., 2008).

By providing employees with the necessary support, resources, and opportunities for growth, cruise ship organizations can foster a positive work environment conducive to employee engagement and well-being (Lesener et al., 2019). Importantly, our extended model also recognizes the bidirectional relationship between work engagement and well-being, suggesting that higher levels of work engagement contribute positively to employees' overall well-being.

2.4. Research framework and hypothesis development

2.4.1. The Stimulus-Organism-Responses (S-O-R) theory

The theoretical framework employed in this research is rooted in the stimulus-organism-response (SOR) model originally proposed by Mehrabian and Russell (1974). In this conceptual model, stimulus refers to an environmental factor that an individual is exposed to, while organism denotes the internal assessment of that person in the reaction to the stimulus (Su & Swanson, 2017; Kim et al., 2020). Internal states of the organism component represent either emotional elements (Mehrabian & Russell, 1974) or cognitive and psychological factors (Bitner, 1992), acting as a mediator in the stimulus-organism-response relationship. Response is the final outcome of the interaction between the stimuli and the internal processes, configuring as intention or actual behavior (Kim et al. 2020). Widely adopted in the tourism and hospitality sector (Jani & Han, 2015; Kim et al., 2020), the current study employs the S-O-R theory to understand the impact of environmental factors on hotel employees' internal evaluation process and their corresponding behaviors. In the proposed model, the demands of hotel jobs (Stimuli) prompt job strain as a psychological experience and work engagement as a cognitive state (Organisms), which then leads to either turnover intention or organizational citizenship behavior of front employees.

S-O-R model included three constructs Stimulus, Organism and Responses, as in this research context, Stimulus refers to job demands and social support placed on frontline employees in hotels which include time pressure, work-life imbalance, customer contact, shift work, supervisor and co-worker support. Organism represents the internal psychological processes triggered by the stimuli which will be job strain and work engagement. Finally, Responses refers to observable behaviors exhibited by employees as a result of the interaction between stimuli and internal processes, in this research, it will be turnover intention and CO-OCB of frontline employees

2.4.2. Research hypothesis development

Several studies have shed light on the relationship between job demands and job strain among employees, particularly in the hospitality industry. Bakker et al. (2007) research on the Job Demands-Resources (JD-R) model revealed that high job demands, such as workload and time pressure, are associated with increased levels of job strain. Similarly, Schaufeli and Bakker (2004) found a significant positive relationship between job demands and burnout, indicating that high job demands contribute to heightened job strain. Karatepe & Karadas (2016) further emphasized this relationship, showing that excessive job demands, including workload and time pressure, lead to emotional exhaustion and job strain among frontline employees in the

hotel industry. Additionally, Leiter and Maslach (2017) highlighted the impact of increased job demands, particularly during peak seasons, on heightened job strain among hospitality employees, underscoring the importance of managing job demands to mitigate strain and enhance well-being. For example, a front desk receptionist in a busy hotel is responsible for handling check-ins, answering guest inquiries, and managing reservations. During peak hours, the receptionist may face a high volume of guests, leading to time pressure and the need to multitask. This increased workload can contribute to feelings of stress and job strain, affecting the receptionist's well-being and performance.

H1: Job demands have a direct positive impact on job strain of hotel frontline employees

The relationship between job demands and work engagement among frontline employees in hotels is pivotal in understanding employee performance and organizational outcomes. Drawing from studies by Demerouti et al. (2001) and Xanthopoulou et al. (2007), it is evident that high job demands, including workload and time pressure, negatively impact employees' level of engagement with their work. Examples of frontline roles such as concierges and restaurant servers illustrate how the constant pressure to meet guest expectations can detract from employees' enthusiasm and dedication. Therefore, it is hypothesized that increased job demands have a detrimental effect on work engagement among hotel employees, underscoring the importance of managing job demands to promote a positive work environment and enhance organizational citizenship behaviors.

H2: Job demands have a direct negative impact on work engagement of hotel frontline employees

A health problem may have a detrimental effect on employees' well-being and their level of participation at work aboard cruise ships. As a result, job strain can result in more persistent negative health effects, including burnout, depression, and psychosomatic illnesses (Ahola & Hakanen, 2007; Sonnentag & Frese, 2012). Job stress is influenced by the interplay between employees' personal resources and their work environment. Bolt and Lashley (2015) discussed the unpleasant job demands that occur in a cruise ship's workplace and made the case that shipboard management directly affects the detrimental effects of longer workdays. Indeed, job strain has a crucial influence on work engagement and how they work in the hospitality industry; therefore, this study will justify this hypothesis in a clear way. There are certain situations where exerting control can detrimentally affect performance or engagement in an activity (Burger, 1989).

H3: Job strain has a direct negative impact on work engagement of hotel frontline employees

The research conducted by McFillen et al. (1986) examined the factors contributing to turnover among restaurant managers. They found that concerns regarding pay, treatment by supervisors, work hours, and job pressure were significant factors contributing to managers' intentions to leave their positions. They included the observation that individuals who decided to leave their employment were facing a variety of stressors. The factors contributing to turnover included stress, insufficient comprehension of industry work conditions, and the struggle of younger individuals to manage job demands, especially in frontline roles (Marwick, 1991). In the other hand, typical workplace pressures can be upsetting for employees, affecting their job satisfaction, and eventually their desire to change careers (Applebaum et al., 2010). Hence, this study justifies the following hypotheses in the Hotel industry:

H4: Job strain has a direct positive impact on turnover intention of hotel frontline employees

On one hand, CO-OCB keeps customers happy, solves their issues, and goes beyond the organization's expectations to help them (Cheng et al., 2023). On the other hand, customer participation can affect employee emotion and behavior. Additionally, customers also can choose whether they will provide their opinions about the service's quality or not based on employee attitude (Chen, 2016). Those constant pressures to meet customer expectations and maintain service standards may also contribute to job stress and burnout among frontline employees, and due to these pressures, frontline staff at hotel may have difficulty voluntarily providing quality and personalized service to customers, that's why we propose:

H5: Job strain has a direct negative impact on CO-OCB of hotel frontline employees

The relationship between work engagement and turnover intentions is well supported by empirical evidence (Schaufeli & Bakker, 2004), lower work engagement may subsequently increase turnover intentions. Based on the ideas of self-determination theory (Deci & Ryan, 2012), employees in travel agencies who possess greater resilience will be better equipped to bounce back from unpleasant experiences and adjust to a dynamic work environment. As can be seen from the hotel industry, the employees project a lot of confidence in their ability to manage their surroundings or regulate their behaviour. From this perspective, it is possible that hotel employees would decide to stay in their current roles and complete the tasks allocated by the company to increase their competence and autonomy. Hakanen et al. (2006) found that insufficient job resources to meet job demands might be associated with burnout, potentially reducing work engagement.

H6: Work engagement has a direct negative impact on turnover intention of hotel frontline employees

Hakanen et al. (2006) examined the well-being of 2,038 teachers using the Job Demand-Resources Model. They investigated the influence of work engagement on teachers' dedication to their organization, considering both energetic and motivational factors. The results showed a positive link between work engagement and organizational commitment. On the other hand, Babcock-Roberson et al. (2010) has shown a logical relationship between work engagement and OCBs through organizational commitment. To be more precise, work engagement played a mediating role in the connection between job resources and organizational commitment and since organizational commitment comes before OCB, it's expected that being engaged at work will have a positive relation to OCB (Ehigie & Otukoya, 2005). In a result, we propose:

H7: Work engagement has a direct positive impact on CO-OCB of hotel frontline employees

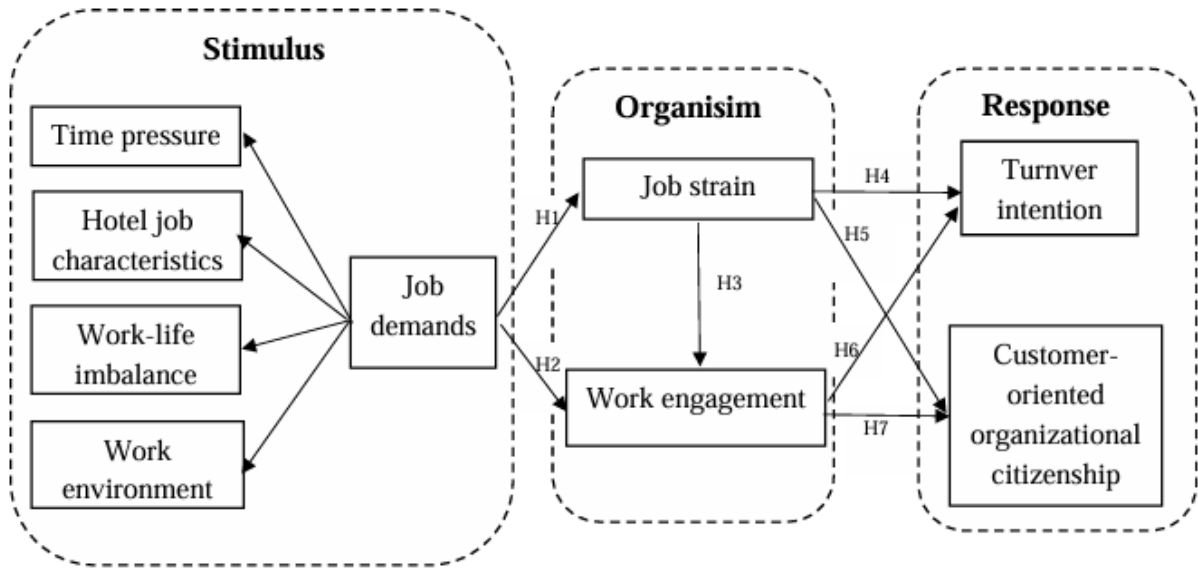


Figure 1: The proposed model

Based on the discussions above, a conceptual model is developed, as illustrated in Figure 1. This framework considers job demands (JDE) as a second-order construct with four lower-order variables: time pressure (TIP), hotel job characteristic (HJC), work-life (WLI) imbalance, and work environment (WOE). Job strain (JOS) and work engagement (WEN) are identified as mediators in the model. We aim to investigate the impacts of these constructs on frontline employees' turnover intention (TUI) and customer-oriented organizational citizenship behavior (CO-OCB).

3. Measurement instrument development

There are eight variables, consisting of four lower-order research concepts (i.e., time pressure, hotel job characteristics, work-life imbalance, work environment) and four latent variables (job strain, work engagement, turnover intention, and CO-OCB). The measurement scales were obtained and adjusted from previous studies to create the first scale draft. A group discussion involving 05 frontline employees and 05 operational managers at hotels in Vietnam was carried out. During this discussion, the author and participants carefully examined each item within the initial draft measurement scale, assessing whether adjustments were necessary or if new observed variables should be added. The group discussion also checked for semantic appropriateness of the first draft scale when translated to Vietnamese. The second draft scale was included in the questionnaire for preliminary quantitative research as shown in Table 1.

Table 1: Measurement items of proposed factors

Constructs	Source
Job demands' dimension 1: Time pressure (TIP)	Rodell and Judge (2009), Demerouti et al. (2001)
TIP1 - I have experienced severe time pressures in my work.	
TIP2 - Although I perform my tasks within the allocated time, it has been difficult for me to accomplish them when pressured by customers.	
TIP3 - I am always in a hurry to fulfil the assignment on time.	
Job demands' dimension 2: Hotel job characteristics (HJC)	Zhao & Ghiselli (2016)
HJC1 – My job demands long working hours.	

HJC 2 - My work schedule varies unpredictably (working in shifts, working on holidays, having split shifts,...).	
HJC 3 - Hotel industry has high employee turnover.	
HJC 4 - Employees in hotel industry have relatively low pay.	
Job demands' dimension 3: Work-life imbalance (WLI)	Hayman (2005)
WLI1 - I neglect my personal needs and preferences because of work.	
WLI2 - My job makes my personal life difficult.	
WLI3 - I struggle to balance work and personal life.	
Job demands' dimension 4: Work environment (WEN)	Cho et al. (2016)
WEN1 - Customers sometimes insult the staff (by words, actions, eye expressions,...).	
WEN2 - Customers sometimes treat the staff as if we were inferior or stupid.	
WEN3 - Customers sometimes show that they are irritated or impatient.	
WEN4 - Customers sometimes do not trust the capabilities of the staff and ask to speak with someone of higher authority.	
Job strain (JOS)	Li et al. (2013)
JOS1 - I feel burned out from my work.	
JOS2 - I feel emotionally drained from my work.	
JOS3 - I feel fatigued when I get up in the morning and have to face another day on the job.	
JOS4 - I feel frustrated by my job.	
Work engagement (WOE)	Radic (2020)
WOE1 - At my work, I feel full of energy.	
WOE2 - I am enthusiastic about my job.	
WOE3 - Time flies as I immerse in my work.	
Turnover intention (TUI)	Bluedorn (1982), Dai et al. (2019)
TUI1 - I often think about quitting this job.	
TUI2 - I will look for a new job next year.	
TUI3 - I often think of changing my job.	
Customer-oriented organizational citizenship behavior (OCB)	Dimitriades (2007)
OCB1 - I volunteer for things that are not required in the job description.	
OCB2 - I attend to functions that are not required but that help customer service.	
OCB3 - I often put a lot of effort into making suggestions to improve customer service.	
OCB4 - I often assist co-workers to deliver the highest quality customer-oriented services.	
OCB5 - I often deal tirelessly with customer problems until they are resolved.	

4. A preliminary study

The measure items of the proposed constructs are required to be reliable (Allen & Yen, 1979) and internally consistent (Nunnally, 1978). The quantitative pilot study was conducted meticulously to assess the reliability and validity of the developed scales and adjust them if needed. This research employed a convenience sampling approach and was conducted online in February 2024 with a sample of 42 respondents working as hotel frontline employees in Vietnam. The results of this preliminary study laid the groundwork for formulating the final questionnaire used in the official quantitative research. SPSS 29.0.2.0 was used to analyze the collected data of this pilot study.

Table 2. Results of EFA analysis and reliability test of the preliminary study

Measurement item	KMO and Bartlett's Test	Eigenvalue	Cronbach's alpha	Corrected item – total correlation	Cronbach's alpha if item deleted
<i>Work environment (WEN)</i>					
WEN1	0.795	6.278	0.936	0.846	0.918
WEN2				0.868	0.914
WEN3				0.877	0.913
WEN4				0.866	0.914
HJC4				0.692	0.945
<i>Work-life imbalance</i>					
WLI1	0.795	2.068	0.860	0.791	0.749
WLI2				0.686	0.850
WLI3				0.741	0.797
<i>Hotel job characteristics (HJC)</i>					
HJC1	0.795	1.122	0.665	0.520	0.512
HJC2				0.413	0.676
HJC3				0.516	0.529
<i>Time pressure (TIP)</i>					
TIP1	0.795	1.058	0.713	0.560	0.588
TIP2				0.536	0.617
TIP3				0.498	0.663
<i>Job strain (JOS)</i>					
JOS1	0.774	2.690	0.834	0.506	0.857
JOS2				0.671	0.786
JOS3				0.760	0.744
JOS4				0.729	0.761
<i>Work engagement (WOE)</i>					
WOE1	0.694	2.512	0.899	0.804	0.852
WOE2				0.882	0.794
WOE3				0.726	0.920
<i>Turnover intention (TUI)</i>					
TUI1	0.694	2.359	0.861	0.713	0.827
TUI2				0.712	0.833
TUI3				0.794	0.757
<i>Customer-oriented organizational citizenship behavior (OCB)</i>					
OCB1	0.719	3.645	0.902	0.746	0.884
OCB2				0.858	0.859
OCB3				0.728	0.886
OCB4				0.822	0.868
OCB5				0.656	0.903

As can be seen in Table 2, the results of EFA analyses demonstrated high scale validity, with the coefficient KMO values of all constructs lying between 0.5 and 1, Eigenvalues > 1 and figures for the total variance explained > 50%. After EFA analysis, the item HJC4 was assigned to work environment construct with factor loading of 0.726. As for scale reliability, Cronbach's alpha values for all of the eight variables exceeded 0.6, signifying a satisfactory reliability level. Additionally, each observed variable of each factor had a corrected item-total correlation greater than 0.3 (Nunnally & Bernstein, 1994). Although the figures for Cronbach's alpha if deleted of HJC2, JOS1, WOE3, and OCB5 were higher than their corresponding construct's Cronbach's alpha values, the corrected item – total correlations of these four items was greater than 0.3 already, so these four observed variables were remained. HJC4 was in the same situation; however, its meaning does not reflect the nature of the construct of work engagement. Therefore, it was removed from the scale.

Finally, 28 observed variables of eight scales continue to be included in the final questionnaire. All measurement items are evaluated using a Likert scale with five levels from 1 to 5, ranging from "strongly disagree" to "strongly agree" respectively.

5. Conclusion

In the context of the growing tourism industry and globalization, the industry faces frequent turnover and a significant number of staff leaving their positions, posing challenges in human resource management. In recent years, there have been numerous studies on the topic of turnover in the hotel industry. However, there have been limited effective measurement models that incorporate the internal emotional and cognitive processes to understand hotel frontline employees' extra-role behaviors and their intention to leave. This study introduces a significant theoretical framework that can be used to assess the effects of a set of dimensions of job demands on employees' job strain and work engagement, subsequently evaluating their job outcomes. Based on the Stimulus – Organism – Response theory, this work has proposed time pressure, hotel job characteristics, work-life imbalance and work environment as different dimensions of job demands in the hotel industry, working as stimuli provoking direct contact staff's internal organisms. In addition, job strain and work engagement and the relationship between them are considered to be emotional and cognitive processes inside each employee, which are affected by job demands. This study investigates CO-OCB and turnover intention as two job outcomes of hotel frontline employees. Job strain and work engagement are developed to either directly impact these two job outcomes or act as mediators in the relationships between them and job demands.

In order to validate the content of the measurement scales, this study carried out a pilot study with 42 hotel frontline employees at hotels in Vietnam. Results of preliminary tests demonstrated that the measurement scales of the constructs reached satisfactory levels of criteria regarding reliability and validity in basic research.

This study focuses on proposing a research framework that links several concepts, developing measurement items for these concepts, and conducting tests to establish reliable scales. Future attempts should continue to empirically test the proposed theoretical model and systematically compare results with previous studies and theories in the field.

Acknowledgement

This research is a part of University-level research project granted by The University of Danang, University of Economics with the grant number of T2024-04-42.

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